

UP Strategic Plan 2023-2029

**TRANSFORMATIVE
UNIVERSITY IN THE
SERVICE OF THE NATION**

University of the Philippines



Message from the President

Public institutions such as the University of the Philippines (UP) are created to contribute to the progress and well-being of the nation. Mandated by the UP Charter of 2008, we commit our beloved organization in the coming years to the promotion of transformative university in the service of the nation.

As an institution, UP will discharge its responsibility with utmost dedication to public service with honor and excellence, as enshrined in our motto: 'Honor and Excellence in the Service of the Nation.' We recognize that the true measure of our success lies in our academic achievements and our ability to make a meaningful impact on society. We will hone our tradition of honor and excellence for the greater good and welfare of our country and the world.

We shall nurture education, research, innovation, the creative arts, and sports that not only co-create and impart knowledge but also empower students, alumni, faculty, staff, administrators, and stakeholders to be active and responsible citizens in the attainment of a just, equitable, and sustainable society.

Our watchword here will be 'co-creation'—the collaborative production of knowledge among peers. We will actively engage with our constituents and various stakeholders, sharing our knowledge and resources to uplift the entire higher education landscape of our nation. We are committed to forging new and broader networks of cooperation, collaboration, and academic exchange.

Our three strategic themes namely Teaching, Research, Innovation, and Creative Works for a Sustainable Society; Public Service for the Common Good; and Consultative and Accountable Governance for the Well-Being of University Constituents will be our torch as we navigate and address exigent issues and challenges besetting UP, the country, and the world.

Together, through our concerted and strategic actions, and with your unwavering support, we can truly transform our beloved country into a land that best serves the interests of its people and the global community. We invite you to join us on this journey, as we uphold the principles of honor, excellence, and unwavering commitment to the common good.

Mabuhay ang UP! Mabuhay ang Pilipinas! Padayon, UP!

Angelo A. Jimenez

UP Strategic Plan 2023-2029

TRANSFORMATIVE UNIVERSITY IN THE SERVICE OF THE NATION

Under the Republic Act No. 9500, the University of the Philippines (UP) as the country's national university is mandated to maximize its social impact in the performance of its unique and distinctive leadership role in higher education and development.

Facing the challenges of a rapidly changing and complex world, UP commits to helping address the country's most urgent social and development concerns, anchored on its tradition of honor, excellence, and public service.

UP is mandated to lead in setting academic standards and initiating innovations in teaching, research, and faculty development; serve as a graduate research university; lead as a public service university; protect and promote the professional and economic rights and welfare of its academic and non-academic personnel; provide opportunities for training and learning in leadership, responsible citizenship, and developing democratic values, institutions, and practices; serve as a regional and global university; and provide democratic governance.

To fulfill this mandate, the UP aims to be:

“A national university dedicated to the formation of good citizens and leaders, engaged in knowledge co-creation towards a just, equitable, and sustainable society.”

“Isang pambansang unibersidad na nakatuon sa paghubog ng mabubuting mamamayan at lider, at nakikibahagi sa sama-samang paglikha ng kaalaman tungo sa isang makatarungan, pantay, at likas-kayang lipunan.”

The vision capitalizes on our shared values and is intensified further by the motto:

“Honor and Excellence in the Service of the Nation”.

“Karangalan at Kahusayan sa Paglilingkod sa Bayan”

This motto serves as a perpetual reminder that education, honor, and excellence are tied to the noble cause of service to the nation.

To attain its mission and goals, UP recognizes the pivotal support of its various partners, constituents, and stakeholders. UP shall endeavor to provide an enabling environment for healthy and mutually beneficial collaborations.

STRATEGIC THEMES

Three strategic themes shall guide the UP's strategic plan to address critical facets of its institutional mission.

Teaching, Research, Innovation, and Creative Work for a Sustainable Society

commits the University to preparing its graduates and staff with the skills and values necessary to meet the challenges of the 21st century.

Public Service for the Common Good

commits the University to responding to national and global concerns in areas where its expertise and resources shall have the greatest impact.

Consultative and Accountable Governance for the Well-being of University Constituents

commits the University to values and outcomes-based leadership and governance.

FRAMEWORK

The UP Strategic Plan Framework highlights the goals, vision, and motto of the University that can be attained through the three strategic themes with strategic results and collaboration among partners, constituents, and stakeholders. All these are anchored on UP's mandate as stated in its charter.

**TRANSFORMATIVE UNIVERSITY
IN THE SERVICE OF THE NATION**

VISION

*A national university dedicated to the formation of good citizens and leaders,
engaged in knowledge co-creation towards a just, equitable, and sustainable society.*

MOTTO

Honor and Excellence in the Service of the Nation

FLAGSHIP PROGRAMS

1. Academic Excellence in Teaching, Research, and Creative Work
2. A More Inclusive University Admissions Policy
3. Innovative Collaborations through Research Groups/Creative Studios and Technology Transfers
4. Open Distance e-Learning (ODEL) for National and Global Reach
5. Archipelagic and Ocean Virtual University (AOVU)
6. Active and Collaborative Partnerships with SUCs, NGAs, LGUs, Private Sector, and Civil Society
7. Culture and the Arts
8. Expansion of Public Service Offices, Ugnayan ng Pahinungod, Padayon, and NSTP Programs
9. Institutionalization of Quality Management System and Enhancement of Quality Assurance of Degree Programs
10. The University's Digital Transformation Program

STRATEGIC THEMES AND RESULTS

**Teaching, Research, Innovation,
and Creative Work for a
Sustainable Society**

*Faculty, students, graduates, and staff who are
adept in co-creating knowledge in addressing
national and common global problems.*

Teaching excellence through digital learning and
cultivating values in inclusive education.

Enhanced culture of research and innovation
and engaged national and global partnerships.

Empowered students and staff through learner-
centered and mentorship-driven research
apprenticeship.

**Public Service for the
Common Good**

*Students, faculty, staff, and the
community that embody public service,
volunteerism, and love for the country
in its academic programs, research
and extension works, and teaching
functions.*

Public service integrated in academic
activities.

Enhanced governance structure and
linkages for public service

**Consultative and Accountable
Governance for the Well-
being of University
Constituents**

*A robust governance structure, effective
communication, strategic human resource
management, and active public
engagement, resulting in a strong sense of
community among its students, alumni,
faculty, REPS, and staff.*

Values-based leadership and governance

Efficient, prompt, and courteous services

IT-enabled systems and processes

PARTNERS, CONSTITUENTS, AND STAKEHOLDERS

**Higher Education
Institutions**

Government

Industry

Civil Society

**International
Partners**

Administration

Students

Faculty

**Administrative Staff
and REPS**

Alumni

MANDATE (Republic Act No. 9500)

FLAGSHIP PROGRAMS

Based on UP's mandate, resources, and identified challenges and opportunities, UP shall prioritize key programs eyed to produce a significant impact in contributing to national progress and countryside development through academic excellence: In line with this overarching strategic framework, the UP shall prioritize the following flagship programs.

On Teaching, Research, Innovation, and Creative Work for a Sustainable Society

Academic Excellence in Teaching, Research, and Creative Work

UP shall craft a set of transformative learning programs essential to responding to the challenges of our fast-changing world while instilling civic virtues conducive to nurturing inclusive, just, and sustainable communities. The University shall fully support collaborative multidisciplinary research for maximum local and global impact.

A More Inclusive University Admissions Policy

There are areas and opportunities in the current admission system that when addressed can result in a more inclusive policy. The admissions policy shall then be reviewed to ensure a balance among various factors including excellence based on the formal grading system and UPCAT results, the economic status of the applicant's family, and their geographic origins. UP shall also provide more adequate financial and mentoring support for needy but deserving students.

Innovative Collaborations through Research Groups/Creative Studios and Technology Transfers through Partnerships, Hubs, and S&T Parks

To foster innovation and drive forward progress by facilitating innovative collaborations within research groups and creative studios; strengthen collaborations with the academe, industry, and communities through the creation of an Innovation Framework for Partnership Building, and accelerate technology transfers by forging strategic partnerships, and leveraging dedicated hubs and Science & Technology Parks on priority areas such as health, ICT, agriculture, environment, and energy.

Open Distance e-Learning (OdeL) for National and Global Reach

To harness the full potential of the socially beneficial scientific-technological advances especially the Open Distance e-Learning (OdeL) platform, UP shall maximize learner-centered and publicly accessible educational programs, such as those suited for our Overseas Filipino Workers (OFWs).

Archipelagic and Ocean Virtual University (AOVU)

The Archipelagic and Ocean Virtual University (AOVU) will serve as the hub for all data, research, and programs related to our comprehensive understanding of all aspects of our archipelagic environment (economic, cultural, geopolitical, marine resources, etc.) and their developmental implications and outcomes for our nation and people. The AOVU further seeks to nurture a new leadership mindset sensitive to the uniqueness of our archipelagic nature.

On Public Service for the Common Good

Active and Collaborative Partnerships with SUCs, NGAs, LGUs, Private Sector, and Civil Society

Active and collaborative partnerships with the SUCs and LUCs seek to share resources and engage in joint programs in teaching, research, and public service as facilitated by the constituent units of the University. Among the resources of the UP that can be immediately shared through joint programs with the SUCs are the online courses of the UP Open University, the TV-UP programs such as its Massive Open Online Courses (MOOCs), *Ugnayan ng Pahinungod*, and the Data Commons.

Collaborative linkages with the private sector and civil society shall be enhanced by developing and strengthening research and science-technology hubs to create a synergy of value-creation and dissemination practices, including active support for community-based projects that address urgent social problems.

Collaborative partnerships with NGAs and LGUs shall be strengthened by sharing relevant research outputs and systematic training programs where appropriate. To jumpstart the first key program, the UP entered into a landmark Memorandum of Agreement with the Bangsamoro Autonomous Region of Muslim Mindanao (BARMM) in establishing the UP-BARMM Development Institute signed in September 2023 to facilitate and institutionalize policy and program engagements for inclusive and sustainable development in the region.

The University as a Vibrant Hub for the Culture and the Arts

To become a vibrant hub for culture and the arts that will showcase the University's rich history and trademarks, natural features, iconic structures, and art collections, the University will harness and champion local knowledge, indigenous creativity, and technical capabilities. This will be done through active collaboration between and among arts enthusiasts and advocacy groups including on-campus arts groups; cultural societies; private organizations; science, technology, engineering, the arts, and mathematics (STEAM) advocates; national government, LGUs, and SUCs/LUCs.

Expansion of Public Service Offices, Ugnayan ng Pahinungod, Padayon, and NSTP Programs

UP shall expand the reach and impact of its public service offices and main programs such as the Ugnayan ng Pahinungod, Padayon, and National Service Training Program through the revisit of its Affirmative Action Program, institutionalization of Service-Learning and Community Engagement in the Curriculum, improvement in the Volunteer Recognition and Development, and implementation of Gurong Pahinungod and Literacy Programs, fostering a culture of service, civic participation, and sustainable development, ultimately contributing to a more inclusive and socially responsible society.

On Consultative and Accountable Governance for the Well-being of University Constituents

Institutionalization of Quality Management System and Enhancement of Quality Assurance of Degree Programs

To nurture a consultative and accountable governance that is more responsive to the welfare and well-being of all university constituents, UP shall institutionalize quality management systems and quality assurance of degree programs, and review its system of rewards and incentives for teaching, research, extension, and public service in faculty and staff promotions and related academic and professional awards.

The University's Digital Transformation Program

To ensure a seamless interoperable system, evidence-based decision-making, efficient delivery of services, and equitable sharing of resources with all partners and stakeholders, the UP shall fast-track its digitalization program.

STRATEGIC THEMES, RESULTS, PRIORITIES, FLAGSHIP PROGRAMS, AND ENABLING INITIATIVES

The details of the plan including the description of strategic themes and strategic results that the UP intends to achieve are provided in the Table. The table also specifies priorities per strategic theme and enumerates corresponding flagship programs and enabling initiatives.

The strategic priorities and program initiatives outlined in the table are aligned with the Philippine Development Plan 2023-2028, National Academy of Science and Technology Philippines PAGTANAW 2050, and UN Sustainable Development Goals 2030.

STRATEGIC THEMES, PRIORITIES, OUTCOMES, FLAGSHIP PROGRAMS, AND INITIATIVES

Vision	A national university dedicated to the formation of good citizens and leaders, engaged in knowledge co-creation towards a just, equitable, and sustainable society.		
Motto	Honor and Excellence in the Service of the Nation		
Strategic Themes	Teaching, Research, Innovation, and Creative Work for a Sustainable Society	Public Service for the Common Good	Consultative and Accountable University Governance for the Well-being of University Constituents
Strategic Results	Faculty, students, graduates, and staff who are adept in co-creating knowledge in addressing national and common global problems. - Teaching excellence through digital learning and cultivating values in inclusive education. - Enhanced culture of research and innovation and engaged national and global partnerships. - Empowered students and staff through learner-centered and mentorship-driven research apprenticeship	Students, faculty, staff, and the community that embody public service, volunteerism, and love for the country in its academic programs, research and extension works, and teaching functions. - Public service integrated into academic activities. - Enhanced governance structure and linkages for public service	A robust governance structure, effective communication, strategic human resource management, and active public engagement, resulting in a strong sense of community among its students, alumni, faculty, REPS, and staff. - Values-based leadership and governance - Efficient, prompt, and courteous services - IT-enabled systems and processes
Priorities	- Cultivate graduates, faculty, REPS, and staff with the competencies needed to adapt to a rapidly changing environment. - Nurture the culture of research, innovation, and creative work among its faculty, REPS, staff, and students.	- Create an enabling environment that will promote public service in teaching, research, and extension. - Approach public service through collaborative actions with SUCs and LUCs to achieve mutually beneficial outcomes in research, teaching, and public service. - Strengthen engagement in cooperative public service endeavors with national government agencies, LGUs, private sector, civil society, and other stakeholders to pursue and realize mutually beneficial outcomes.	- Enhance the University's autonomy and governance in human and financial resources stewardship, assets management, and utilization. - Strengthen governance through data-driven management and digital transformation including an effective communication plan.

Flagship Programs	1. Academic Excellence in Teaching, Research, and Creative Work 2. A More Inclusive University Admissions Policy 3. Innovative Collaborations through Research Groups/Creative Studios and Technology Transfers 4. Open Distance e-Learning (ODEL) for National and Global Reach 5. Archipelagic and Ocean Virtual University (AOVU) 6. Active and Collaborative Partnerships with SUCs, NGAs, LGUs, Private Sector, and Civil Society 7. The University as a Vibrant Hub for the Culture and the Arts 8. Expansion of Public Service Offices, Ugnayan ng Pahinungod, Padayon, and NSTP Programs 9. Institutionalization of Quality Management System and Enhancement of Quality Assurance of Degree Programs 10. The University's Digital Transformation Program	
Enabling/ Supporting Initiatives	• Transformative teaching and research mediated through science and technology • Enhanced General Education programs emphasizing the UP core values of honor, excellence, and service • Intensified internationalization programs • Life-long learning programs in GE, NSTP, and other courses • Productivity and reward systems for teaching, research, and public service • Development and enhancement of learner-centered and community engagement program • Amplification of UP's research impact and agility through closer coordination with policy bodies • Alignment of research, innovation, and creative works to the Philippine Development Plan and Sustainable Development Goals and enhancement of these through multidisciplinary global strategic partnerships • Mentorship-driven research apprenticeship • Enhancement and expansion of the culture, sports, and the arts programs in all CUs • Public service embedded in curriculum and academic activities • OFW education, training, and micro-credentialing programs	• Harmonization and development of governance handbook and digital library of University policies • Efficient assets and resource utilization management • Staff and faculty development programs • Enhanced culture of completed staff work program • Expanded benefits, wellness, safety, and health programs • Efficient Research Management • Unified and integrated digital transformation of human resource, financial management, and supply and property information systems